GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

M.A & U.D Dept., – Swachh Andhra Corporation – Capacity Building & Skill Development activities under Swachh Bharat Mission Urban 2.0 - Approved the Capacity Building Action Plan– Work order to three empanelled SKPs i.e., WASH-I, SAAHAS & AIILSG as per their proposals for taking up the Capacity Building and Skill Development Trainings under SBM(U) 2.0.– Accorded.

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MUNICIPAL ADMINISTRATION & URBAN DEVELOPMENT (K) DEPARTMENT

G.O.Rt.No.645 Date:- 30.06.2025,
Read the following:-

1. From the Joint Secretary&Mission Director, Swachh Bharat Mission(Urban), D.O. lr. Of No.12/2/2022-SBM-III/PHE, Dated: 08.12.2023.
2. e-file bearing No.2879208 of O/o SAC.

** * **

ORDER:-

The Swachh Bharat Mission (SBM) Urban 2.0 aims to strengthen the institutional and human resource capabilities of Urban Local Bodies (ULBs) and stakeholders by providing structured training, knowledge sharing platforms, and technical support.

2. In the reference 2nd read above, the Managing Director, Swachha Andhra Corporation has submitted that he has sought proposals from all the Skill Development Partners (SKPs), who are in the list of empanelled Swachhata Knowledge Partners (SKPs) under SBM 2.O, which was communicated by the GoI in the reference 1st read above, for implementing Capacity Building & Skill Development activities across the State

3. Further, the Managing Director, Swachha Andhra Corporation has stated that three empanelled Swachhata Knowledge Partners (SKPs) under SBM 2.O, have submitted proposals i.e., SAAHAS, WASH-Institute are working jointly in 13 districts and AIILSG in remaining 13 districts, covering trainings to Elected Representatives, Municipal Administrative & Executive Staff, SHGs, Students, RWAs, Bulk Waste Generators, Sanitation Workers, and other urban stakeholders working on sanitation & waste management with specified outcomes.

4. The Managing Director, Swachha Andhra Corporation has requested to approve the Capacity Building Action Plan and to accord permission for issuing of work order to the SKPs WASH-I, SAAHAS & AIILSG as per their proposals for taking up the Capacity Building and Skill Development Trainings under SBM(U) 2.0.

(P.T.O)

5. After careful examination of the proposal of the Managing Director, Swachha Andhra Corporation, Government hereby approve the Capacity Building Action Plan as annexed to this order and also accord permission to the MD,SAC to issue work order to the SKPs WASH-I, SAAHAS & AIILSG as per their proposals for taking up the Capacity Building and Skill Development Trainings under SBM(U) 2.0.

6. The total budget for the Capacity Building and Skill Development activities, submitted by the SKPs which includes the PMU cost, Training Costs & other admin expenses are detailed below:-

SKP Name	No. of ULBs	Total Budget in Amount Rs.
All India Institute for Local Self Government	70	14,89,63,200/-
SAAHAS & WASH-I	53	8,94,87,750/-

7. The funds for trainings will be released to the SKPs based on the cost norms, communicated by MoHUA, GoI under Capacity Building Framework, number of trainings conducted and the category of stakeholders. All the trainings conducted will be monitored and reported through a capacity building dashboard which will be developed by the SKPs. This action plan is for 1st phase of trainings. All the stakeholders will be continuously trained on updated concepts of Sanitation & Waste management.

8. The Managing Director, Swachh Andhra Corporation shall take necessary action accordingly.

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

S SURESH KUMAR
PRINCIPAL SECRETARY TO GOVERNMENT

To
The Managing Director, Swachha Andhra Corporation, Vijayawada.
Copy to:-
The OSD to Hon'ble M(MA&UD).
The Ps to Principal Secretary to Government, MA & UD Department
The Commissioner & Director of Municipal Administration, AP
Sf/Sc

// FORWARDED :: BY ORDER //

K. Sankar.
SECTION OFFICER

Capacity Building Action Plan under Swachh Bharat Mission(U) 2.0

Swachha Andhra Corporation
Municipal Administration & Urban Development Department
Government of Andhra Pradesh

1. Background and Scope of Capacity Building:

Capacity building is the process of strengthening the management, governance, and operational capabilities of an organization to effectively achieve its mission objectives. With the increasing urban population, there's growing pressure on ULBs to provide efficient and effective services, deploying new technologies. The staff of ULBs require improved knowledge and skills to meet the evolving demands of urban management. Having sufficient staff with the necessary knowledge and skills is crucial.

Capacity building is not limited to training personnel but may include overhauling systems, remodeling physical infrastructure, recruiting new personnel, and improving the efficiency of the existing resources. It also requires.

- Enhancing the skills and knowledge of staff through training programs.
- Providing technical support to implement new technologies and systems.
- Redesigning or improving existing systems to make them more efficient.
- Remodelling or upgrading physical infrastructure to meet the needs of urbanization.
- Improving the efficiency of resource utilization to maximize output.

Capacity building for ULBs is a holistic approach that goes beyond just training or technical assistance. It involves strengthening various aspects of the organization to enable it to adapt to changing urban landscapes, technological advancements, and citizen needs. By investing in capacity building, ULBs can enhance their ability to deliver quality services and effectively manage urban challenges.

Capacity building creates an enabling environment for accountable, transparent, and improved capacities of the officials in the ULBs in decision-making. There has to be a focus on improving the delivery mechanisms with more flexible structural setups for creating multiple decision-making centers (decentralization), making space for public, private, and people (community) partnerships for increasing choice of the citizens with more number of service providers and service delivery points thus bringing in a competitive environment, overcoming the competency gaps by way of skill up-gradation and creation of separate municipal cadres, balancing between public and private players, improved governance and strengthened capacity to deliver services and implement projects.

For example, in the urban local bodies, the present cadre consists of Municipal Commissioners, Civil Engineers, and Sanitary Inspectors and they have very minimal idea about Municipal Solid Waste Management, Plastic Waste Management, etc. Hence there is a need to appoint subject specialists or to enhance the existing staff for improved performance.

2. Swachh Bharat Mission (Urban)

Under Swachh Bharat Mission - Urban 2.0, capacity building of all stakeholders is a priority area of focus, which saw the recent launch of the 'National Capacity Building Framework for Garbage Free Cities'. An equally critical focus area of the Government of India is the safety and welfare of SafaiMitras – sanitation workers who are engaged in keeping our cities and neighborhoods clean. In response, MoHUA ran a year-long competition – the **Safaimitra Suraksha Challenge**, among 246 Municipal Corporations and capitals. The Challenge also

helped to identify 100 "Lighthouse cities" from across States/ UTs who have done good work in mechanizing their cleaning operations and ensuring the safety and welfare of their SafaiMitras.

1
To make all cities 'Garbage Free'.
2
To ensure grey and black water management in all cities other than those covered under AMRUT.
3
To make all urban local bodies as ODF+ and those with a population of less than 1 lakh as ODF++, thereby achieving the vision of safe sanitation in urban areas.
4
To aim for sewage and safety management, making cities water-secure and ensuring that dirty nullahs don't merge into rivers.

Figure 1 SBM 2.0 Objectives

3. Urban development in Andhra Pradesh State

Andhra Pradesh is characterized by a varied landscape that includes coastal plains, fertile river deltas, hills, and plateaus. The state has a long coastline along the Bay of Bengal, providing it with numerous beaches and ports. The total population of Andhra Pradesh is around 5.4 crs people across 26 districts, making it one of the most populous states in India. The Urban Population is approximately 33% of Andhra Pradesh's population resides in 123 urban local bodies. Major cities such as Visakhapatnam, Vijayawada, Guntur, and Tirupati contribute significantly to the urban population. 67% of the population resides in rural areas with an approximate 13300 GPs, highlighting the predominantly agrarian nature of the state.

Figure 1: ULBs Map

Government of Andhra Pradesh has established Swachh Andhra Corporation in 2015 with main objectives of "Swachh Bharat" by eliminating open defecation, eradication of manual scavenging, Solid and Liquid Waste Management, Information, Education and Communication and Capacity Building activities to maintain the cleanliness and hygiene in urban and rural areas of Andhra Pradesh.

4. Capacity Building Initiatives in Andhra Pradesh:

The Swachh Andhra Corporation is the governing body for SBM (U) 2.0 activities in the 123 urban local bodies. The office usually conducts capacity-building programs and workshops for the ULB staff like Municipal Commissioners, Executive Officials, Environment Engineers, Municipal Health Officers, and Sanitary Inspectors.

The duration of the program is usually half a day or one day. Orientation sessions are carried out on subjects like Swachh Survekshan, Garbage Free Cities for Star Rating, and ODF ++ certifications are the focus areas. No specific calendar is maintained to conduct such training programs. Further, the department does not maintain specific staff or subject specialists to conduct such capacity building and training.

5. Capacity building Activities proposed under SBM 2.0 in Andhra Pradesh

Based on the primary information received from the ULBs, a basic capacity-building plan is proposed for various functionaries at the ULB level and the identified staff at the State level. Accordingly, a Capacity Building plan was drafted and submitted to the GoI for Rs.119.33 Crs as total project cost for the period from 2021 to 2026. Accordingly, GoI has sanctioned the submitted capacity building plan for Andhra Pradesh for Rs.119.33 Crs and the first phase amount for Rs.8.92 Crs has been released. Further, a detailed training needs assessment to be carried out at the ULB level (population category-wise) to understand the various types of activities to be conducted in the Capacity Building Program**.**

6. Training needs assessment

Swachh Andhra Corporation identified the need for conducting state-level TNAs and ULB-level TNAs for successful planning towards organizing CB programs on the specific subjects, which in-turn improves the performance of the ULBs in SWM, UWM, and FSM components including citizen participation.

A detailed questionnaire was developed to understand and identify the State level and ULB level CB needs and identified officers and ULB level functionaries were interviewed. The Questions are developed using the ASK method i.e., Attitude, Skill, and Knowledge, which influence the need for a set of training and capacity-building programs. (*Questionnaire enclosed*)

After survey conducted, it was analyzed that regular training programs shall lead to theoretical knowledge only. To gain field expertise, various modes of capacity building need to be explored. This included exposure visits to best practices, etc. Apart from training and exposure visits, there are instances where officers in ULBs who have general education qualifications need to undergo certificate courses in the domain areas in which they are working to enhance their knowledge. This will further help them to plan, monitor, and deliver services with performance on the ground.

Considering the inputs received during the interaction with the officials, the following are the various models of CB programs that have been identified as imperative for successful capacity enhancement activity:

According to the discussions during TNA, leads to cover the following Subjects to conduct the capacity building programs.

Figure 2 Proposed subjects for capacity building

The following are the modes of training identified during the TNA interviews

Short and mid-term certificate courses
Online and off line courses
Exposure visits to best practices
Identified modes of trainings
National / State level workshops
Interaction with key experts
Webinars

Figure 3 Mode of capacity building

The following are the different stakeholders identified for all 123 ULBs with the No. of tentative participants to be considered for attending the capacity-building programs

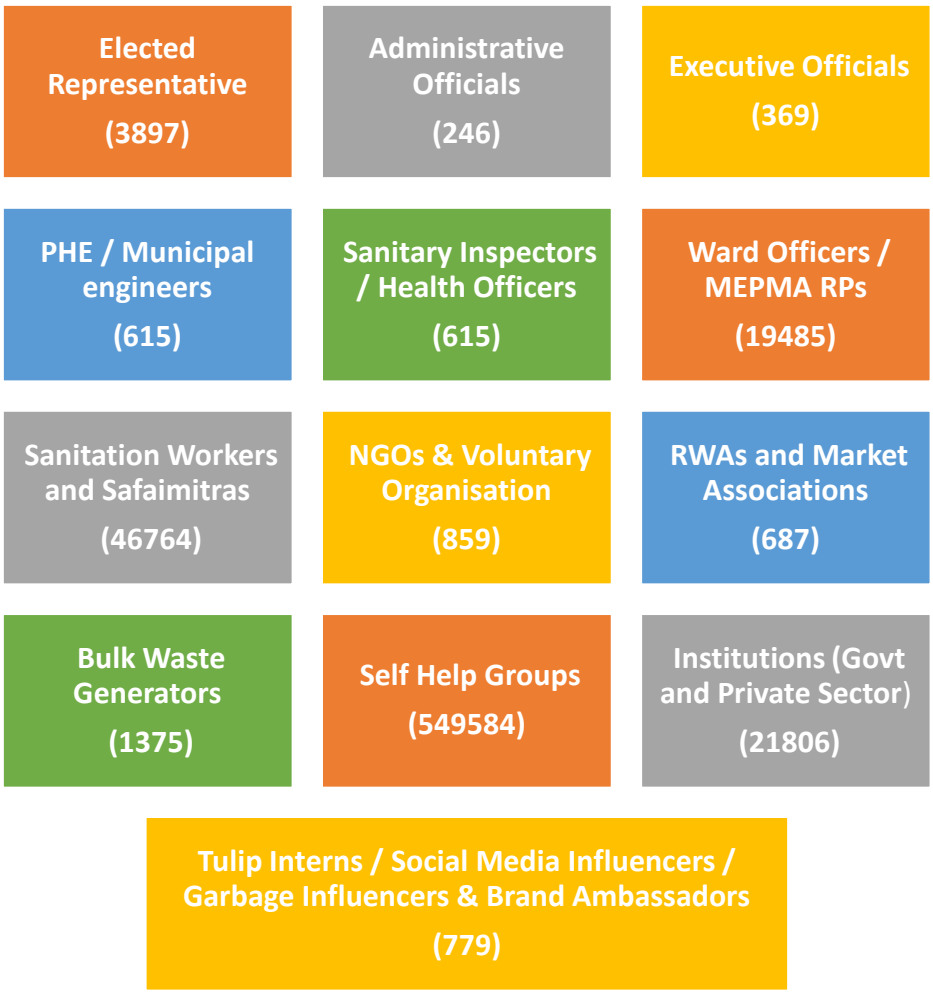
Elected Representative (3897)
Administrative Officials (246)
Executive Officials (369)
PHE / Municipal engineers (615)
Sanitary Inspectors / Health Officers (615)
Ward Officers / MEPMA RPs (19485)
Sanitation Workers and Safaimitras (46764)
NGOs & Voluntary Organisation (859)
RWAs and Market Associations (687)
Bulk Waste Generators (1375)
Self Help Groups (549584)
Institutions (Govt and Private Sector) (21806)
Tulip Interns / Social Media Influencers / Garbage Influencers & Brand Ambassadors (779)

Figure 3 No of Stakeholders

It is estimated that more than 6.47 Lakh stakeholders should be considered for capacity-building programs at various levels in all the 123 ULBs. Various subjects will be taught to the stakeholders according to their role in managing the waste. The proposed training program is preferred in English and Telugu for Officials and in the regional language for other participants. They also insisted on reading material for the officials for all the important subjects.

7. Identified thematic areas:

Series of training programs covering aspects of Urban Management is requisite to enhance the skills of ULB staff. Assessment of the existing staff, their skills, and the level of exposure to the current issues/ trends has demanded training programs for all employees to enhance their ability to discharge the functions effectively. These training programs were planned to

be conducted in both residential and non-residential depending on the availability of the ULB staff. All the programs are scheduled to be conducted for a duration of 1 to 3 days. The training programs for some of the stakeholders will be conducted centrally at State / Zonal Level with exposure visits to best practices in the nearby ULBs. For other stakeholders, capacity-building programs will be conducted at the district level or ULB level.
There will be pre and post-tests, to assess the impact of the training programs. The training programs also cover the policy-level decisions to be implemented within a timeline and regular feedback will be collected from the city administrators to notice the progress.
The following are the proposed capacity-building programs along with the tentative no. of days for the training.

A. Topics of the training programs and Mode of Training/Outcomes

Sr.No	Identified stakeholders	Area of Training	Mode of Training	Expected Outcome
1	**Officials (Decision Makers & Enablers)**			
1.1	Elected representatives	Orientation and sensitization towards the focus areas of the Mission; Effectively engaging with the public and officials in areas of SBM-U 2.0 and State government Projects.	Classroom + Exposure Visits	Improved policy-level engagement, increased awareness of mission objectives, and proactive support for implementation
1.2	Administrative Municipal officials	Effective planning, implementing, managing, and monitoring of the key interventions and initiatives under the SBM-U 2.0 and State Government.	Classroom + Exposure Visits+ e-Learning+ Workshops	Strengthened administrative capabilities, improved coordination across departments, better reporting and compliance
1.3	Executive Municipal officials	Effective planning, implementing, managing, and monitoring of the key interventions and initiatives under the SBM-U 2.0 and State Government.	Classroom + Exposure Visits+ e-Learning +Workshops	Enhanced project execution efficiency, timely completion of projects, improved supervision and accountability
2	**Technical officials (Waste Managers)**			

2.1	PHE / Municipal engineers	SBM Guidelines, Preparation of action plans (CSWAP, CSAP, Capacity building & IEC, Planning and design of SWM and used water management, Financial modelling for projects, Procurement, Management of funds, Effective reporting and monitoring of projects, Private sector engagement.	Classroom + Field Demos+ e-Learning +Workshops	Technically sound infrastructure planning, better project budgeting and execution, informed vendor selection
2.2	Sanitary Inspectors / Health Officials	Planning and managing IEC and capacity building projects, Enhanced understanding of certifications (ODF, ODF+, ODF++ and Water+), Swachh Survekshan, GFC and SafaiMitra Suraksha protocols	Classroom + Practical Demos + e-Learning +Handbooks	Improved campaign delivery, better sanitation protocols, enhanced certification success
2.3	Ward Officers & MEPMA RPs	Community mobilization, Feld monitoring, reporting protocol, Planning and managing IEC and capacity building projects, Enhanced understanding of certifications (ODF, ODF+, ODF++ and Water+), Swachh Survekshan, GFC and SafaiMitra Suraksha protocols	Training of Trainers (ToT) + Mentorship + e-Learning +Handbooks	Stronger community ties, consistent monitoring practices, increased citizen participation
Sr.No	**Identified stakeholders**	**Area of Training**	**Mode of Training**	
3	**Public Health Workers (Waste Collector) Skill Development Training**			
3.1	Sanitary Workers	Skill Development in processing, treatment, Collection, Transportation and disposal facility for solid waste, Street sweeping mechanism, Safety and precautions aspects, usage of PPE kits.	Audio-Visual + Practical Sessions	Safer waste handling practices, reduced health risks, improved operational efficiency
3.2	Safai Mitras	Mechanized Septic Tank desludging, CT/PT cleaning, Mechanized cleaning of drains, roadside drains, nallahs, Safety and precautions aspects, usage of PPE kits	Audio-Visual + Practical Sessions	Reduced manual scavenging, better adoption of mechanized methods, improved workplace safety

4	**Waste Generators & Influencers**			
4.1	Non-Government Organization & Voluntary Organizations	Community Engagement and sensitization for behavior change for achieving Mission objectives.	Strategy Workshops + Peer Learning Exhibitions + Awareness Drives + Demos	Strengthened partnerships, sustained community participation, successful behavior change campaigns
4.2	Resident Welfare Associations (RWAs), Market Associations	Community Engagement and sensitization for behavior change for achieving Mission objectives.	Strategy Workshops + Peer Learning Exhibitions + Awareness Drives + Demos	Waste segregation at source, improved waste disposal practices
4.3	Bulk Waste Generators	Compliance norms, penalties, waste reduction strategies, Onsite Processing	Workshops + On-site Demos	Increased compliance rates, adoption of in-situ processing solutions
4.4	Self Help Groups (SHGs)	Community Engagement and sensitization for behavior change for achieving Mission objectives.	Awareness Session + On-site Demos	Local champions for sanitation initiatives, increased community ownership
4.5	Institutions (Govt and Private Sector)	IEC campaigns, clean campus protocols, green certifications, Onsite Processing	Awareness Session + On-site Demos	Cleaner campuses, adoption of green certifications, improved sanitation behaviors
4.6	Tulip Interns / Social Media Influencers / Garbage Influencers & Brand Ambassadors	Digital advocacy, storytelling, behavior change communication	Orientation + Campaign Support	Broader reach for sanitation messages, youth involvement, sustained digital campaigns

8. Annual Training Calendar for Capacity Building

Sr No	Stakeholder	Tentative Stakeholders count	Q1 July - September	Q3 October- December	Q3 January- March	Q4 April- June
1	Elected representatives	**3897**	**1000**	**1000**	**1000**	**897**
2	Administrative Municipal officials	**246**	**246**			
3	Executive Municipal officials	**369**	**369**			
4	PHE / Municipal Engineers	**615**	**615**			
5	Sanitary Inspectors / Health Officials	**615**	**615**			
6	Ward Officers & MEPMA RPs	**19485**	**10000**	**9485**		
7	Sanitary Workers & Safai Mitras	**46764**	**12000**	**12000**	**12000**	**10764**
8	NGOs & Voluntary Organizations	**859**	**300**	**300**	**259**	
9	RWAs, Market Associations	**687**		**350**	**337**	
10	Bulk Waste Generators	**1375**		**500**	**500**	**375**
11	Self Help Groups	**549584**	**100000**	**175000**	**175000**	**99584**
12	Institutions (Govt and Private Sector)	**21806**	**4000**	**8000**	**9806**	
13	Tulip Interns / Social Media Influencers / Garbage Influencers & Brand Ambassadors	**779**	**300**	**479**		

9. Financial Overview

Sr. No	Activities to be conducted / Stakeholder	Tentative Stakeholders count / Programs	Unit Cost (in Rs)	Tentative expenditure (in Rs)	Duration of the Training
1	Elected representatives	3897	15000	5,84,55,000	2 Days Residential
2	Administrative Municipal officials	246	22500	55,35,000	3 Days Residential
3	Executive Municipal officials	369	22500	83,02,500	3 Days Residential
4	PHE / Municipal Engineers	615	15000	92,25,000	2 Days Residential
5	Sanitary Inspectors / Health Officials	615	15000	92,25,000	2 Days Residential
6	Ward Officers & MEPMA RPs	19485	5000	9,74,25,000	1 Day
7	Sanitary Workers & Safaimitras	46764	1000	4,67,64,000	Half Day
8	NGOs & Voluntary Organizations	859	3150	27,05,850	1 Day
9	RWAs, Market Associations	687	1000	6,87,000	Half Day
10	Bulk Waste Generators	1375	1000	13,75,000	Half Day
11	Self Help Groups	549584	500	27,47,92,000	Half Day
12	Institutions (Govt and Private Sector)	21806	1000	2,18,06,000	Half Day
13	Tulip Interns / Social Media Influencers / Garbage Influencers & Brand Ambassadors	779	3150	24,53,850	1 Day
14	Training Need Analysis	123	50,000	61,50,000	Within 30 Days
15	ULB Level Demo Centres	123	5,00,000	6,15,00,000	Within 60 Days
Tentative Total Expenditure in Rs				**60,64,01,200**	

Training Need Assessment Questionnaire for Urban Local Bodies

1. General Information

1.1. Name of the Urban Local Body

……

1.2. Name & Designation of the Respondent/s

……

1.3. Address

……

Contact Details

……

1.4. Academic Qualification (please mention the highest class/degree/diploma).

……

……

1.5. Number of years of Experience

……

2. Job Responsibilities as regards to SWM in the city

……

……

2.1 In your present position, how much time do you devote to carrying out work related to Solid Waste Management. (Indicate time in %ages)

……

2.2 In your present position, what are your responsibilities for Solid Waste Management?

Sl.	Activity	(Please Tick as
1	Planning & Scheduling	
2	Budgeting, Costing, and other Financial	
3	Field Supervision	
4	Coordination & Meetings	
5	Technical & Engineering Aspects	
6	Training & Capacity Building	
7	Communication	
8	Staff Management Control	
9	Public Interaction and Complaint Redress	
10	Legal aspects	

11	Enhancing Community Participation	
	Any Other (Please Specify)	

2.3 What are the steps you are involved with in managing Solid Waste Management in your city? Please tick appropriate and specify.

i. Storage at source, Segregation, and Primary collection
ii. Cleanliness and Sweeping
iii. Secondary Storage and Transportation of waste
iv. Treatment, Processing, and Disposal of Waste

3. Awareness and knowledge of the MSWM Rules Manual on SWM3.1.

3.1 How aware are you of Municipal Solid Waste Management & Handling Rules,2000, notified by the Ministry of Environment & Forests, Government of India?

(A)Fully aware (B) Partially Aware (C) Not Aware

3.2. Are you aware of the manual on Municipal Solid Waste Management published by CPHEEO, Ministry of Urban Development & Poverty Alleviation, Government of India?

(A)Fully aware (B) Partially Aware (C) Not Aware

3.3. According to you, what is the level of compliance in your ULB as regards to various steps described in MSWM Rules? Please tick, as you feel appropriate.

Sl.	SWM steps	Very	Good	Fair	Poor
1	Storage at source				
2	Segregation				
3	Primary collection				
4	Cleaning of streets				
5	Secondary Storage				
6	Transportation				
7	Treatment &Processing				
8	Disposal of waste				

3.5. What are your suggestions for improving further compliance with MSWM rules in the city? Please tick as you feel appropriate.

1) Privatization of SWM Services
2) Betterment of primary collection

3) Improvement of Secondary Storage/ Transfer Stations/Dhalaos
4) Improvement of Transportation system
5) Setting up composting, waste-to-energy plant
6) Establishing a sanitary landfill
7) Improvement of cost recovery mechanisms
8) Betterment of enforcement mechanisms
9) Recycling of waste
10) Institutional Strengthening & Financial Reforms
11) Training & Capacity Building of staff
12) Enhancing Community/NGO/CBO participation
13) Better coordination and reporting mechanisms
Any other…Please add

4. Training Need

4.1 Please read each of the abilities carefully and rate yourself and your colleagues on the same based on a five-point rating scale. (Five is the highest and one is the lowest)

Sl. No	Ability	Self	Colleague (Nos.)
1	Understanding MSWM Rules		
2	Understanding of Seven steps		
3	Technical & Engineering		
4	Institutional aspects		
5	Supervision and Coordination		
6	Computer Applications		
7	Budgeting & Costing for SWM		
8	Contracting mechanisms		
9	Training & Capacity Building		
10	Communication Skills		

4.2. Please indicate the areas of training needs for you and colleagues in your category to increase the competencies in managing SWM services.

Sl.	Topics	(Please Tick as you
1	Legal Framework for MSWM	
2	Seven steps to manage SWM in the city	
3	Cost Recovery, Cost Efficiency & Financial	
4	Private Sector Participation & Contracting	
5	Technical & Engineering Aspects	
6	Enhancing Community Awareness &	
7	Promoting Segregation, Reuse & Recycling of	

8	Information, Education & Communication	
9	Monitoring, Enforcement, and Accountability	
10	Motivation and Job Performance	
11	Any Other, you wish to add (Please specify)	

4.3. Has you or any one of your Colleagues received training on the subject of SWM? If yes, please provide details.

1) Name & Designation of Staff/s……
2) Name of Institution/s……
3) Subject/Topic/s ……
4) Duration ……
5) Period ……..

4.4. Please suggest the duration of training of training for your group. Please tick appropriately.

1) ½ day 2) One day 3) Two to three days 4) Five days 5) Five to fifteen days

4.5 What is your preferred mode of training? You may tick more than one.

1) Class Room Teaching
2) Workshop, Seminar
3) Interactive Discussion
4) Explore trips
5) Reference material
6) Hands-on Training

4.6. Are you willing to go to a certified training institution to receive training on the identified areas of improvement for SWM? If yes, how do you propose to meet the cost of training?

……
……

5. In your present position, what are your responsibilities for Used Water Management?

Sl.	Activity	(Please Tick as
1	Planning & Scheduling	
2	Budgeting, Costing, and other Financial	
3	Field Supervision	
4	Coordination & Meetings	
5	Technical & Engineering Aspects	
6	Training & Capacity Building	

7	Communication	
8	Staff Management Control	
9	Public Interaction and Complaint Redress	
10	Legal aspects	
11	Enhancing Community Participation	
	Any Other (Please Specify)	

5.1 What are the steps you are involved with in managing Used Water Management/FSM in your city? Please tick appropriate and specify.

1) Drain / UGD maintenance and cleaning
2) Wastewater overflow and issues
3) Desludging of onsite containment systems for Fecal sludge and septage
4) Treatment, Processing and Reuse
5) Desludging of septic tanks
6) Faecal sludge management

5.2. According to you, what is the level of compliance in your ULB as regards to various steps described in Used Water Management? Please tick, as you feel appropriate.

Sl. No	UWM/FSM Components	Very	Good	Fair	Poor
1	Drain cleaning and				
2	Preventive maintenance				
3	Desilting				
4	Desludging services				
5	Water bodies – Sewerage				
6	Sewerage Treatment				
7	Unauthorized dumping				
8	Fecal Sludge Treatment				
9	Reuse of treated water				

5.3 What are your suggestions for improving further compliance with rules in the city (UWM/FSM)? Please tick as you feel appropriate.

1) Privatization of UWM Services
2) Betterment of Onsite systems
3) Improvement of Drain and UGD cleaning
4) Setting up treatment units
6) Setting up of conveyance systems

7) Improvement of cost recovery mechanisms
8) Betterment of enforcement mechanisms
9) Institutional Strengthening & Financial Reforms
10) Training & Capacity Building of staff
11) Enhancing Community/NGO/CBO participation
12) Better coordination and reporting mechanisms
13) Desludging operations
Any other…Please add

6. Training Need

6.1 Please read each of the abilities carefully and rate yourself and your colleagues on the same based on a five-point rating scale. (Five is the highest and one is the lowest)

Sl.	Ability	Self	Colleague
1	Onsite Used water treatment		
2	Conveyance and cleaning of		
3	Treatment systems and		
4	Institutional aspects		
5	Supervision and Coordination		
6	Computer Applications		
7	Budgeting & Costing for		
8	Contracting mechanisms		
9	Training & Capacity Building		
10	Communication Skills		

6.2. Has you or any one of your Colleagues received training on the subject of UWM/FSM?
If yes, please provide details.

1) Name & Designation of Staff/s……
2) Name of Institution/s……
3) Subject/Topic/s ……
4) Duration ……
5) Period ……..

6.3. Please suggest the duration of training of training for your group. Please tick appropriately.

1) ½ day 2) One day 3) Two to three days 4) Five days 5) Five to fifteen days

6.4 What is your preferred mode of training? You may tick more than one.

1) Class Room Teaching
2) Workshop, Seminar
3) Interactive Discussion
4) Explore trips
5) Reference material
6) Hands-on Training

6.5. Are you willing to go to a certified training institution to receive training on the identified areas of improvement for UWM? If yes, how do you propose to meet the cost of training?

……

……

Thank you, Signature